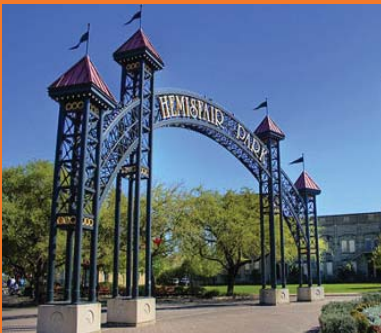


San Antonio Comprehensive Master Plan Framework

Shaping the Future of San Antonio



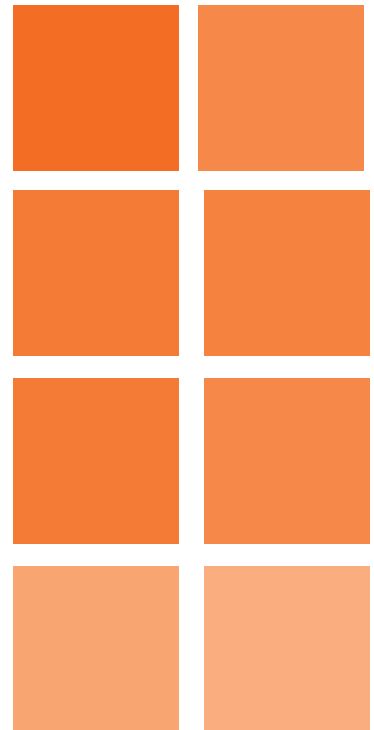
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San Antonio Comprehensive Master Plan Framework

Planning for a Better Tomorrow

Revised - November 10, 2010



Foreword

The 1997 Master Plan Policies established the following **Vision Statement for the City of San Antonio:**

- *Equal opportunity to all San Antonio citizens and equity in the distribution of benefits.*
- *Safe, dynamic and sustainable neighborhoods which offer employment opportunities, high quality education, adequate and affordable shelter, health care, and recreational amenities.*
- *A vibrant economic climate which will attract and support a wide diversity of business opportunities and community services to provide benefits within the metropolitan area.*
- *Balanced and responsible urban design, planning and development, and responsible protection of the City's historical, cultural, and natural resources.*
- *An open, accessible, responsive, and fiscally responsible government whose structure creates the functional framework to reach the Master Plan goals.*
- *The best city in America for children.*

This Vision Statement continues to reflect the aspirations of San Antonio's stakeholders today. The path to reach the community's vision – the highest-priority issues to be addressed and the means to address them – has changed since 1997. The 2010 update retains the existing Vision Statement and continues many of its goals and the policies. It includes revisions and additions that reflect changes in San

Antonio, in planning practices nationwide and in global issues and challenges since the 1997 plan update.

The first Master Plan for the City of San Antonio was adopted in 1933. Many of the themes reflected in this 2010 update were also relevant in 1933 and in the subsequent updates in 1951, 1980, and 1997. Comprehensive Master Plans reflect a long-term vision. Implementation requires continual effort, over time. Updates to master plans allow a community to continue its efforts to achieve a vision while providing direction to community leaders and stakeholders that is responsive to current issues, challenges and resources. This update, titled the Comprehensive Master Plan Framework, should assist the City in realizing the vision described above.



Downtown San Antonio

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Executive Summary

The Comprehensive Master Plan Framework is one component of the City of San Antonio Comprehensive Master Plan. The purpose of the Framework is to provide over-arching policy direction for all components of the Comprehensive Master Plan.

Other components of the Comprehensive Master Plan focus on specific geographic areas or specific functional areas. The Framework addresses all geographic areas of the City and all functional areas and, therefore, serves as the “umbrella” document for all components of the Comprehensive Master Plan.

Examples of geographic specific plans include Sector Plans, Community Plans, and Neighborhood Plans. Examples of functional plans include the Major Thoroughfare Plan, Parks and Recreation Plan, Strategic Historic Preservation Plan, and Library Plan. Together, all of these components comprise the City of San Antonio Comprehensive Master Plan.

As outlined in the 1997 document, the primary objectives of master plans are to:

- *Coordinate private and public investment*
- *Minimize conflict between land uses*
- *Influence and manage the development of the community*
- *Increase both the benefits and cost effectiveness of public investment*
- *Predict infrastructure and service needs in advance of demand*
- *Ensure that community facilities are located to best serve the community.*

2010 Comprehensive Master Plan Framework

The 2010 Comprehensive Master Plan Framework provides goals and policies that will be appropriate and relevant to the decisions facing San Antonio in 2010 and beyond. This document updates and refines the set of Master Plan Policies adopted in 1997 in three ways. First, some goals and policies from the 1997 Master Plan Policies remain in this document because they reflect a continuing and long-term strategic direction that is still important to San Antonio. Second, other goals and policies have been added to address issues that were not as critical in the 1990's but that are important to shape the San Antonio of the 21st century. For example, the use of renewable energy sources was not addressed in the 1997 Master Plan Policies but is an important concern today. Third, some goals and policies have been refined and re-organized to communicate clearly to stakeholders and decision-makers who will use this document to guide their choices now and into the future.



January 22, 2010 Comprehensive Plan Meeting

In 2010, a Comprehensive Plan Citizens Advisory Committee was formed to review and update the 1997 Master Plan Policies. The Committee was comprised of individuals representing a wide range of community stakeholders. The Committee discussed its vision for San Antonio's future at a workshop in January 2010. This discussion identified six major themes that contribute to the future desired by these stakeholders:

- *Economic Vitality*
- *Education*
- *Community Character*
- *Livability/Quality of Life,*
- *Environmental Sustainability*
- *Multi-Modal Transportation.*

The 2010 Comprehensive Master Plan Framework is organized according to these themes. The Committee also reviewed and discussed the existing goals and policies, provided input for development of new goals and policies, and then reviewed and discussed the updated draft prepared by City staff. This document is the result of this dialogue and community input.



September 24, 2010 Meeting



CHAPTER 1: Planning Into Practice

Planning for a Better Tomorrow

Comprehensive Planning into Practice

Comprehensive planning is a continuous and dynamic process that helps the community define goals that are important to its citizens and to the community at large.

The purpose of adopting a Comprehensive Master Plan is to guide the long-range development of a community. As indicated in Chapter 213 of the Texas Local Government Code, a Comprehensive Master Plan may include, but is not limited to provisions on land use, transportation, and public facilities. Chapter 213 also allows for the Comprehensive Master Plan to be a coordinated set of plans organized by subject or geographic area. The City of San Antonio Comprehensive Master Plan is comprised of a set of plans which include the Framework (this document), geographic specific plans (such as Sector Plans), and functional plans (such as the Major Thoroughfare Plan). These plans comprise the San Antonio Comprehensive Master Plan. As required by the City of San Antonio Charter, the Planning Commission shall be responsible to and shall act as an advisory body to City Council to make, amend, and add to the Comprehensive Master Plan.



January 22, 2010 - Comprehensive Plan Citizen Advisory Committee Meeting

Implementation

Implementation of the Comprehensive Master Plan may take many forms. The goals and policies are intended to provide guidance for future decisions on land use, infrastructure improvements, transportation, development regulations, and other plan elements. The Plan is also used to guide future city programs and initiatives. In addition, Chapter 213 allows a municipality to define the consistency relationship between a comprehensive plan and development regulations. Ordinances that create or amend development regulations must be consistent with the Comprehensive Master Plan. If an ordinance is being considered which is contrary to the Comprehensive Master Plan, either the plan should be reviewed and amended prior to the adoption of the ordinance, or it should be clearly stated in the ordinance what unique circumstances necessitate the variance from the plan.

In addition to guiding City actions, the Comprehensive Master Plan is important to all stakeholders within the community. Individuals, organizations, and businesses should all strive to realize the goals and policies contained within the Framework, and all other components, of the City of San Antonio Comprehensive Master Plan.

Five Year Review

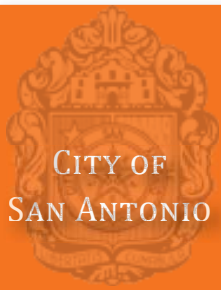
The Planning Commission shall review the Comprehensive Master Plan Framework every five years, and update if necessary. This review should evaluate progress since the document was adopted. It should consider the need to update the existing goals and policies in response to changing conditions and add, delete or modify goals or policies to appropriately address the issues affecting the community at the time of the Five Year Review.



January 22, 2010 Meeting

***“If you don’t know where you
are going, you could wind up
someplace else.”***

—Yogi Berra



CHAPTER 2: Goals and Policies

Planning for a Better Tomorrow

The 2010 Comprehensive Master Plan Framework is intended to provide a set of clear and succinct statements that explain the direction this city hopes to take as it shapes its future. This chapter contains these statements, which are designed to communicate a desired direction and guide decision-makers. The chapter uses three levels of detail to organize and communicate these recommendations: Themes, Goals, and Policies.

Themes

A theme is a group of related issues that are important determinants shaping San Antonio's future. This document uses six themes to organize its recommendations:

- *Economic Vitality*
- *Education*
- *Community Character*
- *Livability/Quality of Life*
- *Environmental Sustainability*
- *Multi-Modal Transportation*

Goals

A goal is a statement of a desired result or end state. It explains what the end state or condition will be in the future if action on this issue is successful. Each theme is addressed by several goals, each of which defines one aspect of the end state related to this theme.

Policies

Policies provide more specific recommendations about the types of actions that should be taken to achieve the goal. Each goal is accompanied by one or more policies that provide this direction. These policies provide guidance to decision-makers that they can use when they make choices about programs, land use development decisions and capital investments. They may help guide private decision-makers as well as public officials. For instance, one of the policies to address air quality concerns (under the Environmental Sustainability topic) recommends: "strategies to reduce per capita annual vehicle miles traveled (VMT) are encouraged." This recommendation can guide public decisions (such as the location of new VIA facilities or City choices about street connectivity in subdivision design); it can also guide choices by the private sector (such as a major employer's decision to implement a ride-sharing program).



Museum Reach of San Antonio River

Economic Vitality

A successful future for San Antonio's people and businesses must be based on an economy that is thriving and competitive with other metropolitan areas nationally and worldwide. For this reason, economic vitality is the focus of the first set of goals and policies for Comprehensive Master Plan Framework. These goals and policies describe a future San Antonio economy that has included today's emerging industries such as cyber-security and green energy. It is an economy that is thriving because the people of San Antonio provide a labor force with the skills and education to succeed in these jobs. The region's economy is centered in San Antonio's inner-city areas. The community's natural assets, transportation systems and quality of life contribute to its economic vitality.



The Aerospace Academy



Solar farm construction

Economic Vitality Goals and Policies

Goal 1.A

Economic diversity and new jobs creation.

Policies:

- 1.A.1** Entrepreneurship, productivity, and innovation for business start-up and business growth is promoted.
- 1.A.2** Existing businesses and industries are retained and expanded.
- 1.A.3** Industries that utilize emerging and/or sustainable technologies (such as cyber security, biotechnology, and green energy) are encouraged to locate in San Antonio.

Goal 1.B	<i>A highly trained and educated workforce is available to meet the needs of San Antonio's local and regional employers.</i>	
Policy	1.B.1	Economic entities (e.g. Economic Development Foundation (EDF) and Alamo Workforce Solutions) and schools (elementary through college) communicate regarding projected needs for the future workforce.
Goal 1.C	<i>Employment centers are strategically located and easily accessible by various transportation modes.</i>	
Policy:	1.C.1	Employers and economic entities are encouraged to consider the transportation needs of employees and customers in their site location analysis.
Goal 1.D	<i>Inner-city reinvestment is strongly promoted.</i>	
Policies:	1.D.1	Economic incentives target both existing and future businesses in a manner that is consistent with City policies and plans (e.g. Inner-City Reinvestment Policy).
	1.D.2	Continue to make physical (capital) improvements in the inner-city to encourage redevelopment and infill development.
Goal 1.E	<i>Public-private partnerships are facilitated and maintained to leverage community resources.</i>	
Policy:	1. E.1	Coordination between public (e.g. city, counties, housing authorities) and private entities (e.g. developers, businesses) and non-profit organizations (e.g. economic development foundations, arts and cultural institutions) is encouraged.
Goal 1.F	<i>Military installations are supported for future viability and growth.</i>	
Policy:	1.F.1	Recommendations in current and future Joint Land Use Studies for military bases in the San Antonio region are supported.



Port San Antonio

Education

Education has been included in San Antonio's plans since the 1951 Master Plan. The 2010 Comprehensive Master Plan Framework recognizes that educational objectives for the 21st century extend beyond the provision of elementary and secondary schools and the availability of institutions for vocational and college-level training. Education today means life-long learning that equips San Antonians to secure good jobs and business opportunities; adapt to economic change over time; communicate effectively with people around the city and across the globe; and have the necessary life skills to take care of themselves and their families. The partnerships emphasized in this section reflect recognition that this life-long learning requires extensive collaboration among many institutions and organizations.



Our Lady of the Lake University



*The University of Texas-San Antonio campus
September 2010*

Education Goals and Policies

Goal 2.A

A healthy partnership exists among educational institutions, the community, and the City.

Policies:

2.A.1

School building closure and expansion is encouraged to be coordinated between school districts and community development programs and projects (e.g. economic, housing, and transportation) in the vicinity.

2.A.2

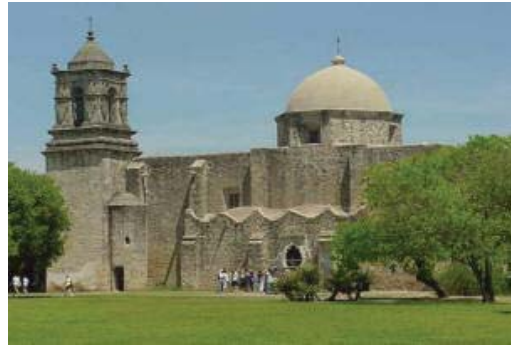
The creation of "University Districts" is considered around colleges and universities to encourage redevelopment appropriate for the area.

Goal 2.B	<i>Educational excellence, and increased K-12 educational attainment levels, among all sixteen (16) Independent School Districts and other educational institutions.</i>	
Policy:	2.B.1	Schools that promote neighborhood and community involvement should be publicly recognized.
Goal 2.C	<i>An educational network, from elementary through college, that coordinates with economic entities to prepare the future workforce.</i>	
Policy:	2.C.1	Educational entities utilize information from economic entities to plan curricula and educate the future workforce.
Goal 2.D	<i>Adults have opportunities for continuing education, literacy enhancement, and job skill training.</i>	
Policy:	2.D.1	Adult education opportunities should be enhanced beyond traditional education (e.g. vocational training, alternative schools, and literacy training).

Community Character

San Antonio enjoys a unique and distinctive character, compared to many American cities, because of its multi-cultural history, the urban design and infrastructure choices made by the city's leaders as it developed. This set of goals and policies is focused on retaining that heritage and using the community's natural and historical assets as the foundation for continuing growth and development.

In the 2010 Comprehensive Master Plan Framework all aspects of design are brought together in this section. These goals and policies set a direction that supports revitalization and preservation, the natural and built environments, and the many cultures represented in this community. It supports good urban design and distinctive character in individual neighborhoods, business areas, and downtown.



San Jose Mission



St Paul Square

Community Character Goals and Policies

Goal 3.A

The City's historic resources are preserved and utilized.

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| Policies: | 3.A.1 | A comprehensive historic resource inventory continues to be compiled which includes local, state, and federal landmarks, properties, and districts. |
| | 3.A.2 | The preservation of historic resources is encouraged through incentives, acquisition, and code enforcement. |

Goal 3.B

Downtown has a vibrant and eclectic atmosphere that is enjoyed by both residents and visitors.

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| Policies: | 3.B.1 | Downtown is maintained as a cultural focal point of the City. |
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Goal 3.C	<i>Downtown is an appealing and convenient place to live and a major employment center for the region.</i>	
Policies:	3.C.1	New housing, and adaptive reuse of vacant or underutilized commercial buildings for housing, is encouraged downtown.
	3.C.2	Downtown is maintained as a major office center for the region.
Goal 3.D	<i>San Antonio honors its artistic and multi-cultural heritage.</i>	
Policies:	3.D.1	Artistic and cultural events and places are promoted and accessible throughout the community.
	3.D.2	The public arts program is continued and expanded.
Goal 3.E	<i>The natural environment is preserved as an important public amenity.</i>	
Policy:	3.E.1	Natural amenities (such as the San Antonio River) are enhanced as public amenities (through programs such as the Mission Reach and Museum Reach) to make them more accessible to visitors and residents.
Goal 3.F	<i>Context sensitive design is utilized to balance function, safety, and aesthetics for development and redevelopment.</i>	
Policy:	3.F.1	Overlay Districts (such as those for Corridors, Neighborhood Conservation, Historic places, and River Improvements) are encouraged and utilized to implement design standards.



Beacon Hill Obelisk



View of Santa Rosa Hospital Mural from Milam Park

Livability/Quality of Life

One of the most basic requirements for a reasonable quality of life is affordable and quality housing that meets residents' needs. This section of the 2010 Comprehensive Master Plan framework begins with support for housing that meets these needs for diverse population and households who live in San Antonio now and will live here in the future. This section continues by addressing factors that determine a resident's daily quality of life – neighborhood livability, safety, and the availability of public services and infrastructure.

This section of the 2010 Framework brings services, infrastructure, and housing together to describe coordinated public investments that will make neighborhoods throughout San Antonio desirable places to live and that will give San Antonians choices so they can enjoy a high quality of life throughout all phases of their lives.



Quarry Village - a mixed use development



Main Plaza

Livability/Quality of Life Goals and Policies

Goal 4.A.	<i>Quality and affordable housing is available to meet the demand of the community.</i>
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| Policies: | 4.A.1 | Existing housing, particularly in older neighborhoods, is preserved and revitalized. |
| | 4.A.2 | Housing affordability is measured by the cost of housing plus transportation and utilities. |

Goal 4.B	<i>A full range of housing options exist for the broad spectrum of demographic markets.</i>
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| Policies: | 4.B.1 | Urban, suburban, and rural housing options are available. |
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- 4.B.2** Housing to meet growing demographic markets (e.g. active seniors, empty nesters, young singles, and workforce housing) is encouraged throughout the community.

Goal 4.C	<i>Neighborhoods are safe and well maintained.</i>
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| Policies: | 4.C.1 | Housing assistance programs explore the full range of options to allow people to remain in their homes and neighborhoods throughout their lives. |
| | 4.C.2 | Neighborhood and homeowner associations are promoted as contact points to encourage communication between neighborhoods, businesses, and development interests. |

Goal 4.D	<i>Community amenities and services are cornerstones to more livable neighborhoods.</i>
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Subgoal	4.D.1	<i>Emergency and public safety services are provided throughout the community.</i>
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| Policies: | 4.D.1.a | Fire Department and Emergency Management Services are coordinated between municipalities, counties, volunteer fire departments, and emergency service districts. |
| | 4.D.1.b | Police protection is coordinated between municipalities and county Sheriff Departments. |

Subgoal	4.D.2	<i>A citywide system of parks, plazas, and open space exists.</i>
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| Policies: | 4.D.2.a | The Linear Creekways and other parks programs are continued to create a Citywide network of hike and bike trails. |
| | 4.D.2.b | Plazas, neighborhood parks, community parks, and natural areas exist throughout the community to provide recreational and social gathering opportunities. (F.3.d) |

Subgoal	4.D.3	<i>Libraries are utilized as places for learning and community gathering.</i>
Policy:	4.D.3.a	In addition to providing traditional books and media, libraries utilize technology to provide state of the art resources to citizens.
Subgoal	4.D.4	<i>Citizens have access to health care facilities and healthy lifestyle options throughout the community.</i>
Policies:	4.D.4.a	Hospitals and health care clinics are encouraged to be strategically located throughout the community and accessible by public transit.
	4.D.4.b	Healthy food options at restaurants, locally grown food at grocery stores, and accessibility to farmers markets are encouraged.
	4.D.4.c	Complete Streets are encouraged to help incorporate walking and biking into daily living.
Subgoal	4.D.5	<i>Comprehensive animal care services are provided.</i>
Policies:	4.D.5.a	Responsible pet ownership is encouraged.
	4.D.5.b	Animal cares facilities are appropriately located to unite and reunite pets and owners.
Subgoal	4.D.6	<i>Stormwater and Floodplains are appropriately managed.</i>
Policies:	4.D.6.a	Retention of the 100-year floodplain as a natural drainage way is encouraged using Low-Impact Development (LID) and other strategies.
	4.D.6.b	Development regulations, design guidelines, and fees are adequate to effectively manage stormwater on specific sites and throughout the region.



SAFD fire fighters

Environmental Sustainability

San Antonio's natural resources have shaped the City's cultural heritage and development patterns. The convergence of prairie, plains, and plateau landscapes -- united by flowing streams of abundant, clean water -- and location above a great underground reservoir, has drawn people to this region from prehistoric times to the present.

Today's focus on natural assets extends beyond these physical features to include the quality of the air San Antonians breathe and the careful stewardship of assets such as water and energy. The goals and policies in this section emphasize the concept of sustainability -- use of natural resources and assets in a way that leaves resources for the use by future generations. They address the quality and use of particular resources. They also relate the use of resources to decisions about infrastructure location and future land use development.



Cyclist crossing over river



The Pearl Brewery uses green building principles

Environmental Sustainability Goals and Policies

Goal 5.A

San Antonio's air quality meets federal air quality standards.

Policies:

5.A.1

Strategies to reduce fossil fuel consumption activities that contribute to air pollution shall be encouraged.

5.A.2

Strategies to reduce per capita annual vehicle miles traveled (VMT) are encouraged.

Goal 5.B

Increased reliance on renewable energy sources (such as solar, wind, biomass, and geothermal) to meet the City's energy needs.

Policies:

5.B.1

Efforts to increase availability of energy from renewable resources are supported.

Goal 5.C	<i>Water quality and quantity of all underground water resources (including the Edwards Aquifer, Trinity Aquifer, Carrizo-Wilcox Aquifer, and all surface water resources) are protected.</i>	
Policies:	5.C.2	Water conservation programs are continued and expanded.
	5.C.1	Low Impact Development (LID) practices for new development and redevelopment are encouraged.
Goal 5.D	<i>“Green” building principles and strategies are utilized in developing and redeveloping buildings and sites.</i>	
Policies:	5.D.1	Strategies in the Mission Verde Sustainability Plan and LEED for Neighborhood Development (ND) are promoted.
	5.D.2	Energy conservation programs are continued and expanded.
Goal 5.E	<i>Environmental quality protection is integrated into all phases of local planning policy and implementation.</i>	
Policies:	5.E.1	The protection of environmentally important features (e.g. trees, steep slopes, and watersheds) is supported.
	5.E.2	Habitat for threatened and endangered species (e.g. karst limestone) is protected.
Goal 5.F	<i>A strategic approach, based on best management practices and sustainability principles, is utilized to locate infrastructure and utilities.</i>	
Policies:	5.F.1	Public investment in new or expanded utilities should be consistent with City policy, plans, and other investments (e.g. transportation or economic development).
	5.F.2	The long term public costs of utility maintenance should be considered in cost/benefit analyses for investment in new or expanded facilities.
Goal 5.G	<i>Population growth can be accommodated inside the City limits.</i>	
Policies:	5.G.1	Population growth should be encouraged where economic, social, and physical infrastructure exists.
	5.G.2	Annexation of densely populated areas, or areas projected to be densely populated, is encouraged to provide urban levels of services where fiscally feasible.

Multi-Modal Transportation

In 1933, half of the topics in San Antonio's Master Plan addressed mobility: streets, transportation and transit. In 2010, communities again recognize that a multi-modal system is needed to adequately address the mobility needs of people and businesses.

The 2010 goals and policies support such a system, and provide an overall policy direction that is already being implemented through studies and investments for biking, various transit modes within the city, and connections to other regions through commuter rail and air transportation. These goals and policies also emphasize the importance of designing transportation systems that support the uses around them and enhance quality of life for the people who use them. This transportation section focuses on the overall balance between transportation capacity, choice and design. It should provide guidance for more detailed planning by the City and the other transportation providers in the region.



San Antonio International Airport



Bus stop at Five Points

Multi-Modal Transportation Goals and Policies

Goal 6.A

A multi-modal transportation system is available.

Policies:

- 6.A.1** Context Sensitive Street design is encouraged for new and redeveloped streets and street scapes.
- 6.A.2** Updates to the City's Major Thoroughfare Plan consider inclusion of multi-modal transportation options such as transit, biking, and walking.
- 6.A.3** Commuter rail, light rail, bus rapid transit, and modern street cars should be encouraged to provide alternative modes of transit throughout the community.

Goal 6.B	<i>A bicycle infrastructure system is available for commuters and recreational riders.</i>	
Policy:	6.B.1	A Citywide network of bike lanes and paths is promoted.
Goal 6.C	<i>Safe, walkable pedestrian friendly environments are available.</i>	
Policy:	6.C.1	Neighborhoods and commercial districts are encouraged to have shade trees and other amenities for pedestrians where appropriate.
Goal 6.D	<i>Street connectivity is increased.</i>	
Policies:	6.D.1	Higher connectivity between the local, collector, and arterial street system is encouraged.
	6.D.2	Updates to the City's Major Thoroughfare Plan consider the impact of collectors on the arterial system.
Goal 6.E	<i>San Antonio Airport is a multi-modal transportation center that meets the needs of tourists, businesses, and residents.</i>	
Policies:	6.E.1	Coordination of transportation modes and infrastructure around the airport should occur between transportation entities (e.g. the City, the County, TxDOT, VIA, Lone Star Rail District, MPO, and RMA).
Goal 6.F	<i>Re-use and re-alignment of freight rail for passenger transportation when and where appropriate.</i>	
Policies:	6.F.1	Freight studies conducted by the MPO, Lone Star Rail District, and VIA should be utilized to foster communication with Union Pacific Railroad, and to plan a system that effectively addresses freight and passenger transportation.



Appendix A: History of Planning in San Antonio

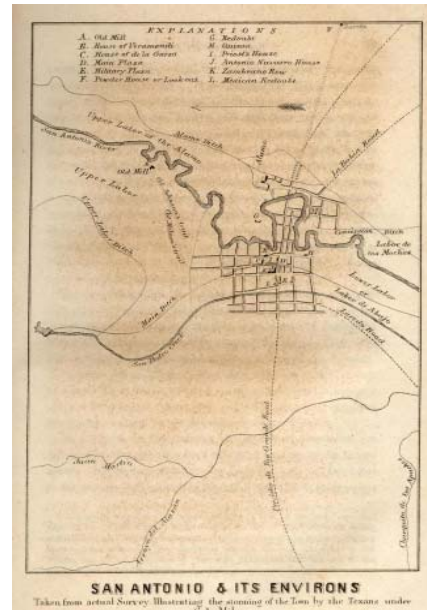
Although planning looks to the future, it is grounded in the realities of the present and the lessons of the past. Thus, it is appropriate to review San Antonio's planning legacy, its contribution to the shape and character of the community that exists today and the context it provides for this update of the Comprehensive Master Plan Framework.

Planning had its inception in San Antonio as a Spanish settlement within this region at the close of the Seventeenth Century. A directive known as the "Laws of the Indies" was used by the Spanish to control colonization and development in New Spain. These laws set out a detailed plan for new cities which prescribed that development should emanate from a central plaza and proceed outward in a symmetrical manner.

***"We shape our cities,
thereafter they shape us."***
—ANONYMOUS

Following the independence of Mexico from Spain, San Antonio was controlled by the "Laws and Decrees of Coahuila and Texas," which regulated town planning in the territory and were similar to the "Laws of the Indies." Shortly after the birth of the Republic in 1836, the Texas Congress initiated legislation allowing San Antonio

to incorporate and receive a state charter. This gave the City greater control over its developmental destiny, but it was not until the early part of the Twentieth Century that master planning was given official governmental sanction.



San Antonio Survey -late 1800s

Work on San Antonio's first master plan began in 1929, when City Commissioners contracted with Harland Bartholomew and Associates of St. Louis, Missouri, for development of a master plan. Delayed by the Depression, the Plan was approved in 1933 after nearly four years of work.

The 1933 Master Plan advocated major proposals in six areas: streets; transportation; transit; parks and

recreation; zoning; and civic art. In the plan, Bartholomew and Associates proposed rules for the subdivision of land, the tabulation of major street widths, and a zoning ordinance. Rehabilitation of the San Antonio River was one of the Plan's major goals. Inadequate enabling legislation, the Depression and the absence of a planning commission adversely affected the implementation of the 1933 Plan. Perhaps the most significant outcome of the Plan was the enactment of a zoning ordinance in 1938 and the subsequent appointment of a Zoning Commission.

The availability of federal urban renewal grants promoted a new planning initiative in 1951. In an effort to be eligible for these grants, the City contracted with local consultant Walter H. Lilly to develop a comprehensive City master plan. The Plan, adopted in 1951, included sections on streets, transportation, utilities, flood control and drainage, recreation and parks, schools, slum clearance and urban redevelopment, civic improvement, conservation, civil defense, and capital improvements. Subdivision regulations and an improved zoning ordinance were also addressed. The Plan recognized the need for future auxiliary surface water resources and protection of the existing underground water supply; however, it did not foresee that growth would accelerate along the City's northern fringe with a correspondent inner city decline. The 1951 Plan achieved its primary purpose, that of fulfilling requirements for a receipt of federal urban renewal funds. Not intended as a land use management or fiscal planning tool, the Plan provided only limited direction in these areas.

As San Antonio grew in the Sixties and Seventies, the City was faced with new issues such as nonconforming land uses, urban blight, and the protection of the community's water supply. As a result of these concerns, a series of background documents were published outlining growth alternatives for

the City in the Seventies. These documents resulted in the drafting of a new master plan in 1979 which was returned by the City Council to the Planning Commission with instructions that it be revised and resubmitted. In August, 1980, the Foreword to the San Antonio Master Plan and the Basic Plan segment of the Plan were adopted.



Tower of the Americas postcard 1960s

In 1991, the Planning Commission appointed an Ad Hoc Master Plan Advisory Committee to develop a new Master Plan for the City of San Antonio. The Committee was made up of various individuals representing the diverse interests in the City. The Master Plan Advisory Committee developed Master Plan Goals and Objectives which were adopted by the City Council in December, 1993, in resolution number 93-51-77. Following the adoption of the Goals and Objectives, the Master Plan Advisory Committee continued to meet to develop specific policies to achieve these goals. On May 29, 1997, the City Council approved the Master Plan Policies which replaced the Foreword and the Basic Plan elements of the Master Plan that were adopted by the City Council on August 28, 1980. The 1997 document is the most current document, upon which the 2010 update is building.

Appendix B: Acknowledgements

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Susan Wright

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Dr. Federico Zaragoza

Alamo Colleges

Appendix C: Update Process Reference

Public Process

The 2010 Comprehensive Master Plan Framework was prepared through the use of a communicative planning method used by the City of San Antonio Planning and Community Development Department in conjunction with a Comprehensive Plan Citizens Advisory Committee and a private planning consultant. Three workshops were held that allowed Committee members to identify key themes, goals and policies to help San Antonio reach its vision.

Online surveys solicited additional input from participants and other key stakeholders on the proposed themes, goal and policies. Through the meetings and the use of the online surveys, consensus was acquired on the framework.



Comprehensive Plan Citizens Advisory Committee, September 24, 2010

Project Schedule

The project time line is illustrated below:

- Comprehensive Plan Citizens Advisory Workshops (3)
 - January 22, 2010: Reviewed changes since 1997, imagined a desired future, and identified major themes.
 - July 23, 2010: Reviewed and provided input on draft themes and goals.
 - September 24, 2010: Reviewed and provided input on proposed goals and policies.
- Online Surveys for Workshop participants (July and September)
- Website
- Open House - October 15, 2010 (1)
- Planning Commission Briefings/Hearings (2)
- City Council Briefing/Hearing

Appendix D: General Profile

Table D-1 compares 2000-2008 Census demographic data of the City of San Antonio with the State of Texas and national figures.

FigureD-1: 2006-2008 Local, State and National Demographic Data Comparison

Age	San Antonio	Texas	USA
Under 5 years	8.4%	8.3%	6.9%
18 years and over	72.2%	72.3%	75.5%
65 years and over	10.4%	10.1%	12.6%
Median Age	32.6	33.2	36.7
Race (1 race)			
White	68.9%	71.4%	74.3%
Black/African Am.	6.6%	11.5%	12.3%
Native American Indian & Alaskan Native	0.6%	0.5%	0.8%
Asian	2.0%	3.4%	4.4%
Native Hawaiian & other Pacific Islander	0.1%	0.1%	0.1%
Some other race	19.4%	11.3%	5.8%
Two or more races	2.4%	1.9%	2.2%
Hispanic/Latino of any race	61.2%	35.6%	15.1%
Economic			
Per Capita Income	\$21,447	\$24,709	\$27,466
Median Household Income	\$42,731	\$49,078	\$52,175
Median Family Income	\$51,715	\$57,495	\$63,211
Individual below poverty	18.5%	16.3%	13.2%
Families below poverty	14.5%	12.8%	9.6%
Housing			
Home Ownership Occupied	59.7%	65.1%	67.1%
Median Value of Home	\$105,200	\$120,500	\$192,400
Education			
High School Graduate or higher	78.9%	79.2%	84.5%
Bachelor Degree	23.1%	25.1%	27.4%

Source: U.S. Census Bureau, 2006-2008 American Community Survey

San Antonio Population Growth over Time

The chart and table below reflect San Antonio and Bexar County actual and projected growth from 1940 through 2035.

Chart D-2: San Antonio Actual and Projected Growth : 1940-2035

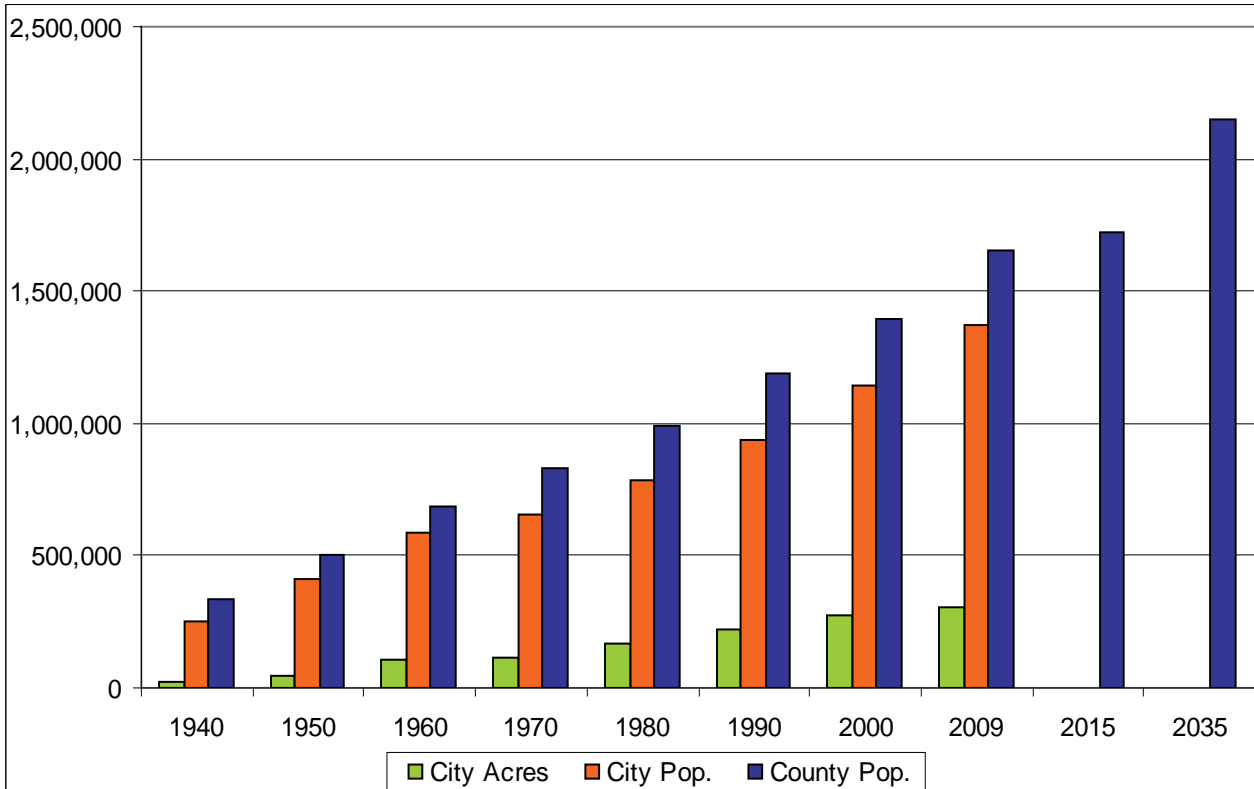


Table D-3: San Antonio Actual and Projected Growth : 1940-2035

YEAR	1940	1950	1960	1970	1980	1990	2000	2009	2015	2035
City Acres	25,781	46,369	103,045	117,853	170,990	219,400	275,541	302,902		
City Pop.	253,854	408,442	587,718	654,153	786,023	935,933	1,144,646	1,373,668		
County Pop	337,176	500,460	68,7151	830,460	988,971	1,185,394	1,392,931	1,651,448	1,725,527	2,146,066

Sources:

Acreage data: City of San Antonio, Planning & Community Development Dept.

Population Data: U.S Census.

Population Projection Data: Alamo Area Council of Governments.

College Enrollment

Table D-4 shows approximately 106,000 individuals were enrolled in college in the Fall of 2009.

Figure D-4 College and University Enrollment

School	Fall Semester 2009
Alamo Colleges (AC)	
AC - Northeast Lakeview College	573
AC - Northwest Vista College	14,587
AC - Palo Alto College	8,335
AC - San Antonio College	24,135
AC - St. Phillip College	11,008
Our Lady of the Lake	2,610
St. Mary's University	3,870
Texas A&M University at San Antonio	2,343
Trinity University	2,565
University of Texas at San Antonio	28,955
University of Incarnate Word	6,744
TOTAL	105,725

Source: 2010 Texas Metro Market Overview, Texas Higher Education Coordinating Board

Independent School Districts

Figure D-6 compares the educational statistics among the 16 independent school districts within Bexar County from school year 2008-2009.

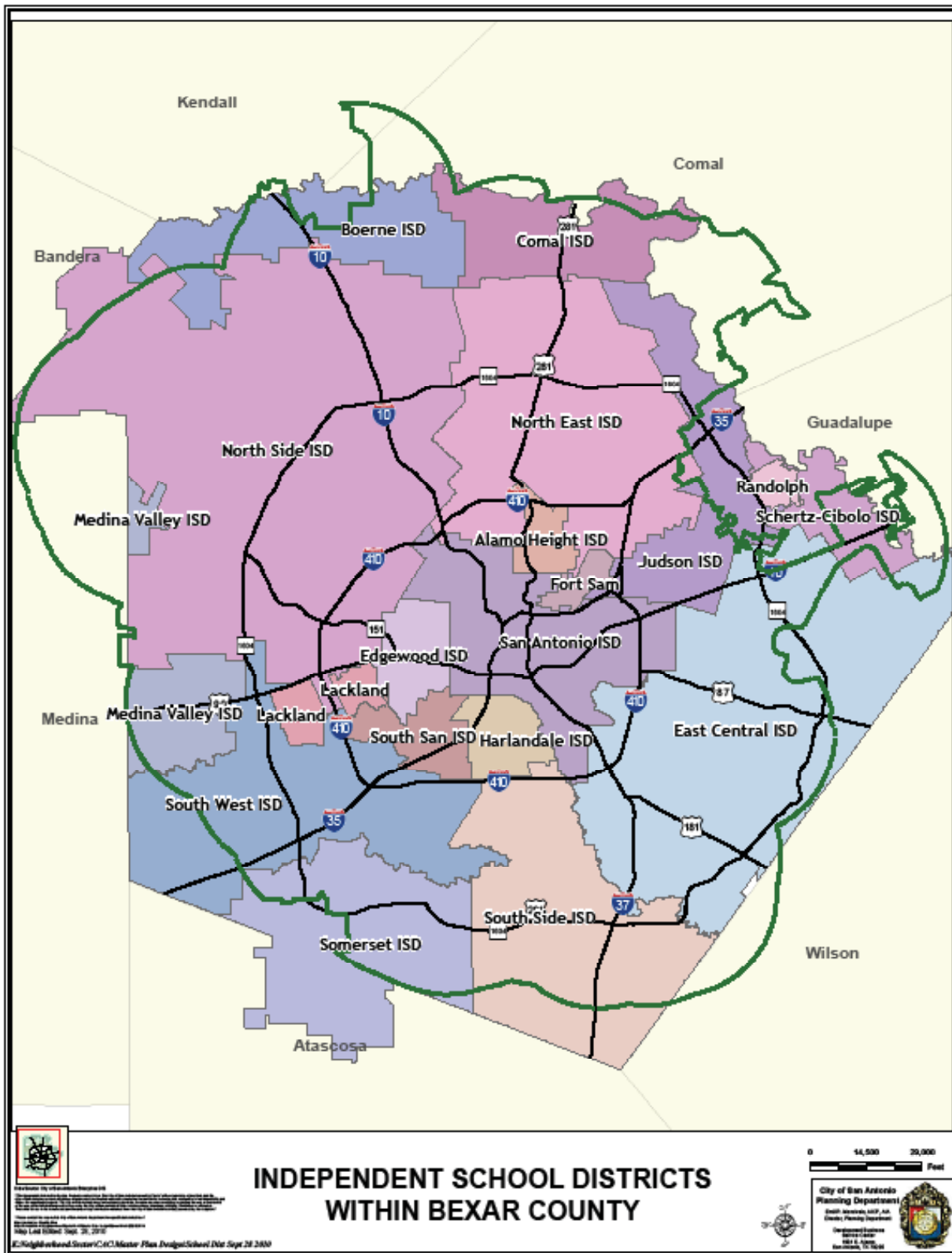
Figure D-6 School Districts Statistics

2008-2009 School District Statistics			
District Name	Student Enrollment	Graduation Rate	Percent of Economically
Northside	88,201	81%	48%
North East	63,189	90%	40%
San Antonio	54,410	59%	90%
Judson	21,256	73%	57%
Comal	15,979	88%	29%
Harlandale	14,351	76%	91%
Edgewood	11,608	66%	91%
Southwest	11,110	76%	82%
South San Antonio	9,967	64%	87%
East Central	9,078	75%	60%
Southside	5,081	65%	92%
Alamo Heights	4,618	94%	17%
Somerset	3,459	65%	77%
Ft Sam Houston	1,438	90%	31%
Randolph Field	1,203	100%	11%
Lackland	963	96%	32%

Source: Data derived from websites of Texas Education Agency Academic Excellence Indicator System 2008-2009.

Note: School District data is sorted based on student enrollment.

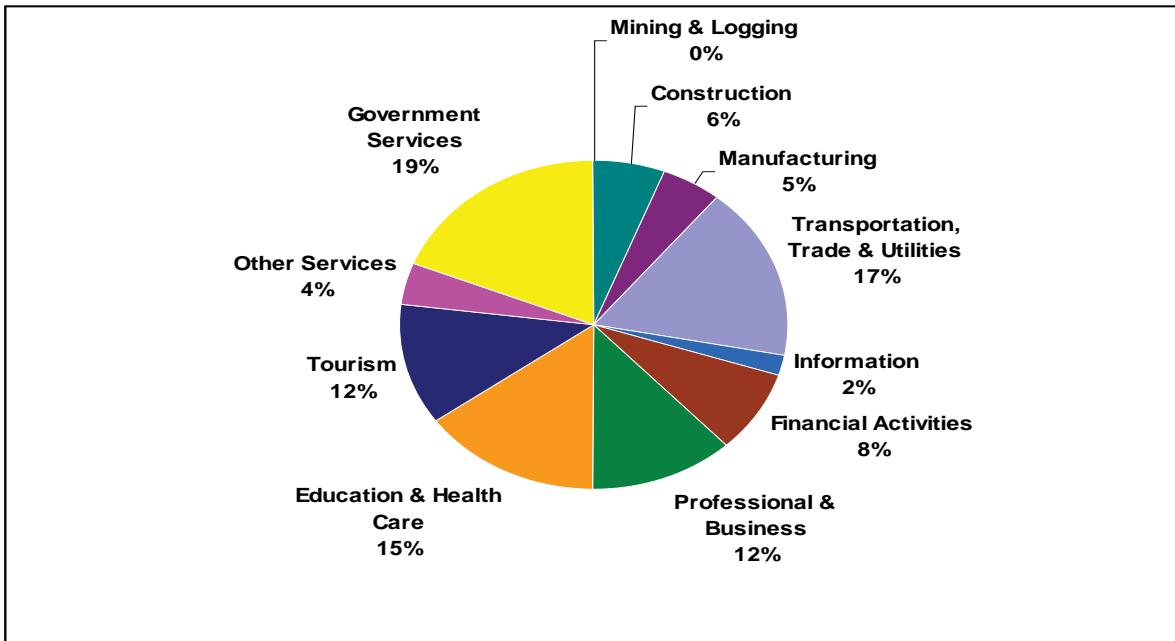
Figure D-7: School Districts Map



Economic Industry Composition

Table D-8 shows economic industry composition for the San Antonio-New Braunfels Metropolitan Statistical Area (MSA) for August 2010.

Figure D-8: Industry in San Antonio-New Braunfels MSA -August 2010

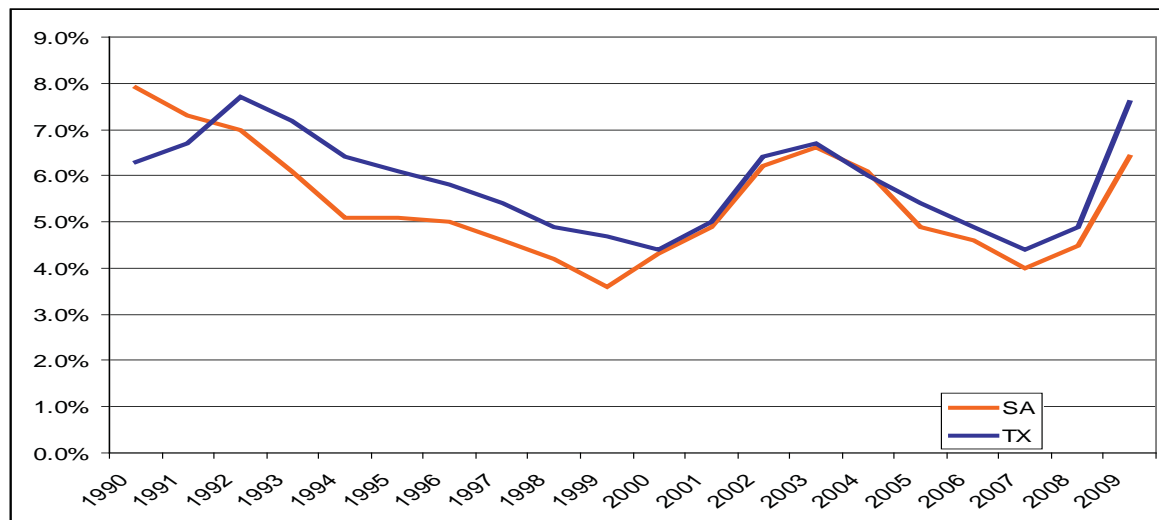


Source: Texas Workforce Commission, The Labor Market & Career Information Department (LMCI)

Unemployment Rate

Figure D-9 shows the unemployment rate in San Antonio and Texas from 1990 through 2009.

Figure D-9: Unemployment Rate in San Antonio and Texas from 1990 - 2009

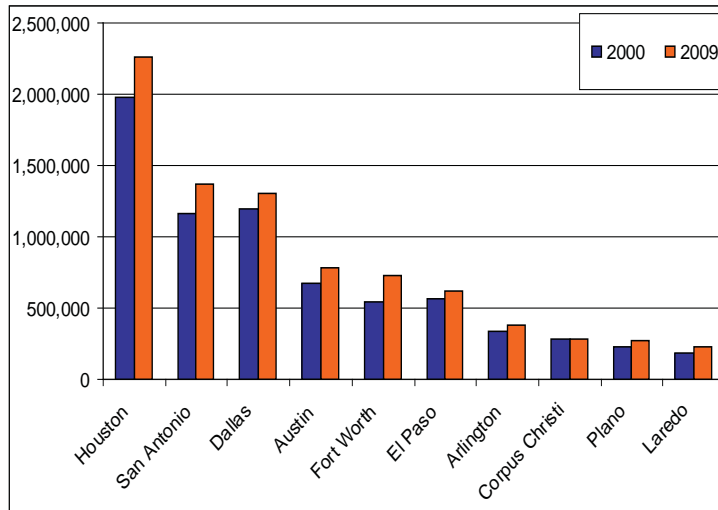


Source: Texas Real Estate Center at Texas A&M University.

San Antonio Profile

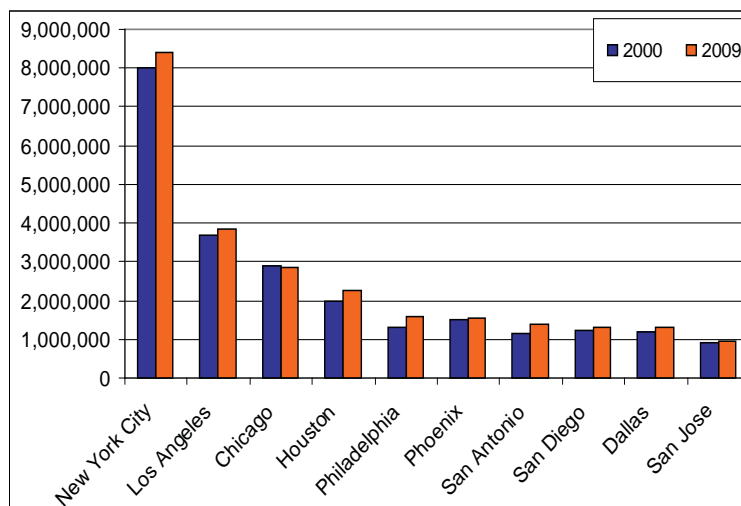
In 2009 with a population over 1.3 million, San Antonio was ranked as the second largest city in the State of Texas and the seventh largest city in the nation.

Figures D-10 & D-11: Comparison of Texas City Populations 2000 & 2009



Texas Cities	2000	2009
Houston	1,977,811	2,257,926
San Antonio	1,163,825	1,373,668
Dallas	1,190,731	1,299,542
Austin	672,241	786,386
Fort Worth	545,993	727,577
El Paso	564,792	620,456
Arlington	334,792	380,085
Corpus Christi	277,253	287,439
Plano	224,189	273,613
Laredo	179,492	226,124

Figures D-12 & D-13: Comparison of National City Populations 2000 & 2009



US Cities	2000	2009
New York City	8,015,348	8,391,881
Los Angeles	3,703,921	3,831,868
Chicago	2,895,671	2,851,268
Houston	1,977,811	2,257,926
Philadelphia	1,326,997	1,593,659
Phoenix	1,513,800	1,547,297
San Antonio	1,163,825	1,373,668
San Diego	1,226,804	1,306,300
Dallas	1,190,731	1,299,542
San Jose	903,540	964,695

Source: U.S. Census Bureau, Annual Population Estimate of residential population for incorporated places over 100,000 ranked by July 1, 2009 population

Appendix E: Glossary

A

AC:

Alamo Colleges

Accessible Health Care:

Health care services designated for uninsured, unemployed, rurally located, or low-income individuals and families.

Affordable Housing:

According to the United States Department of Housing and Urban Development (HUD), affordable housing refers to a household that pays no more than 30% of its annual gross income on housing costs including taxes, home insurance, and utility costs.

Arterial Roadway:

A main route used primarily for the movement of traffic, which is immediately below a highway level of service.

B

Bicycle Master Plan:

A document that plans for the creation and/or expansion of a comprehensive bicycle network of facilities, paths, and trails, and connecting those facilities to existing infrastructure as well as ensuring its implementation in new developments. It guides bicycle infrastructure and funding when and where appropriate.

Biomass:

Organic waste that can be converted to usable forms of energy such as heat or electricity, or crops grown specifically for the purpose of energy generation.

Bus Rapid Transit (BRT):

An enhanced high capacity, public transit solution that uses an integrated system of buses or special vehicles, such as articulated buses, on roadways or dedicated lanes to provide fast, reliable, and cost efficient mobility.

C

Capital Improvements Plan:

The plan that identifies existing and future sanitary sewer capital improvements or facility expansions within designated service areas for which impact fees may be assessed.

Capital Improvements Program:

The list of recommended capital improvements to be constructed during the forthcoming five-year period submitted pursuant to section 118 of the City Charter.

Carrizo-Wilcox Aquifer:

A natural underground water storage feature composed of sand, gravel, silt, clay, and lignite. It extends from the Rio Grande in South Texas and into parts of Arkansas and Louisiana, and supplies water to 60 Texas counties.

Collector Street:

A street which provides some access to abutting property and collects traffic from local streets and connects with the major system of arterial streets and highways.

Community Facilities:

Services or conveniences provided for or available to a community. Examples include parks, libraries, fire/police stations, etc.

Commuter Rail:

Short-haul passenger rail service that is provided between a central city and its outlying suburbs, satellite towns, or nearby cities. Commuter rail usually serves people who travel on a daily basis.

Complete Streets:

Streets designed and operated to ensure that all users - drivers, transit users, pedestrians, bicyclists, older people, children, people with disabilities, etc. – can move along and across safely.

Comprehensive Planning Program:

The process by which the City of San Antonio's Planning and Community Development Department assists organizations in developing a master plan – a blueprint that guides future growth and development. This process involves community stakeholders and can include at least three basic elements: land use, transportation networks, and community facilities.

Context Sensitive Street:

A roadway that is designed, operated, and maintained in a manner that considers the local context in which the street exists. Such streets respond to adjacent land uses and surrounding neighborhoods and generally respect traditional street design objectives for safety, efficiency, capacity, and maintenance meanwhile integrating community character and values.

Context Sensitive Design:

A collaborative, interdisciplinary approach to developing a site that involves stakeholders and considers the total context in which the new development will exist. The goal is to create a development that fits its physical setting and preserves scenic, aesthetic, historic and environmental resources while maintaining safety and mobility.

Corridor Districts:

An overlay district that includes the application of design standards to preserve, enhance, and perpetuate the value of roadway corridors that

are significant because they serve as gateways to the city or because of surrounding natural, historic, cultural, and aesthetic areas.

COSA:

City of San Antonio

Cost/Benefit Analysis:

Cost benefit analysis is used both to determine the net monetary value of a project and to weigh the net monetary values of alternative, competing projects. In other words, it is a method to help us determine how costly or profitable a course of action is, and which course of action is best.

D

Density:

The number of families, individuals, dwelling units, or housing structures per unit of land.

Design Guidelines:

Design guidelines are intended to provide a framework of design criteria within which physical planning can take place. The guidelines provide suggestions for the design of new homes/businesses and repair/rehabilitation of existing homes/businesses in order to improve the overall aesthetic character of the neighborhood.

E

Edwards Aquifer:

A natural underground water storage feature that extends through parts of 10 counties, including Bexar. The Edwards Aquifer is a karst aquifer, characterized by the presence of sinkholes, sinking streams, caves, large springs, and a well-integrated subsurface drainage system.

Economic Development Foundation (EDF):

A private, non-profit organization that assists business and industry relocating or expanding into the San Antonio area.

Emergency Management Services:

City of San Antonio Office of Emergency Management coordinates activities of City departments during disasters.

EMS:

Emergency Medical Services (e.g., ambulance)

Emergency Service District (ESD):

A stand alone political subdivision of Texas entrusted with providing emergency medical and fire services to unincorporated areas of the state. It must abide by the Texas Health and Safety Code.

Empty Nesters:

Parents whose children have grown up and left home.

Extraterritorial Jurisdiction (ETJ):

State law authorizes San Antonio to regulate specific functions within an area extending five miles beyond city limits.

F

Floodplains:

A low area of land adjacent to a stream or other water course which is subject to flooding and holds the overflow of water during a flood.

Floodplain (100-year):

Area that has a 1-percent chance of being inundated by a flood event in any given year.

Freight Re-alignment:

A situation where a new freight rail line is constructed as an alternative route for an existing freight line. This new alternative

route can make available the existing rail line for re-use. (see Freight Re-use).

Freight Re-use:

A freight rail line that is no longer used to move freight but rather is used for an alternative purpose such as hike and bike trails or passenger rail.

Freight Study:

Analyzes current and projected freight movements and their impact on local transportation systems, improve freight flow, and integrate freight mobility issues into citywide and regional plans. Freight studies can also analyze freight re-use (see Freight Re-use) and freight re-alignment (see Freight Re-alignment) scenarios.

G

Geothermal:

This alternative energy source uses the heat of the earth for direct-use applications, geothermal heat pumps, and electrical power production. Geothermal technologies are beneficial, because they release little or no air emissions.

GIS:

Geographic Information Systems

Green Building:

Development that has minimal environmental impact, is energy and resource-efficient, uses recyclable material, and reduces waste to create healthier indoor and outdoor environments throughout a building's life cycle.

Greenway:

A long, narrow strip of natural undeveloped land that is comprised of park or open space, such as a creek or gulch. A greenway is often

used for transportation if it contain trails, bike paths, or rail lines.

H

Historic Resource:

A building, structure, site, or district viewed as significant in history, architecture, archaeology, engineering or culture. Such a resource is not necessarily defined as historic by the City of San Antonio Historic and Design Review Commission or City Council, and is not necessarily eligible for listing on the National Register of Historic Places.

Historic District:

An urban or rural area defined as a historic district by city council, state, or federal authority which may contain buildings, sites, structures, designated as significant historical, archeological, or cultural landmarks worthy of specifically tailored protection and enhancement.

Homeowner Associations:

An organization comprised of people who live in a subdivision, planned community or condominium that makes and enforces rules for the properties in its jurisdiction.

Household:

As defined by the U.S. Census Bureau, a household consists of all the people who occupy a housing unit.

Housing Unit:

As defined by the U.S. Census Bureau, a housing unit is a house, an apartment, a mobile home or trailer, a group of rooms, or a single room that is occupied as separate living quarters, or if vacant, is intended for occupancy as separate living quarters.

I

Impervious Cover:

Ground cover such as, roads, parking lots, and roof tops, that does not allow infiltration of rain or storm water into the soil for capture, but instead forces the water to flow downhill or stand in pools.

Infill development:

Development on vacant, bypassed lands, or the redevelopment of underutilized buildings or structures, within existing built-up areas.

Inner City Reinvestment Infill Policy (ICRIP):

This policy coordinates public initiatives within targeted areas in order to stimulate private investment in walkable urban communities that are the building blocks of a sustainable region.

ISD:

Independent School District

J

Joint Land Use Studies (JLUS):

A Joint Land Use Study (JLUS) is a cooperative land use planning effort conducted as a joint venture between an active military installation, surrounding cities and counties, state and federal agencies, and other affected stakeholders to reduce potential conflicts between a military installation and its host community.

L

Land Use:

The manner in which land is used, for example, low-density residential land uses primarily include single family houses on individual lots.

Leadership in Energy and Environmental Design (LEED):

An internationally recognized green building certification system, developed by the U.S. Green Building Council, providing third-party verification that a building or community was designed and built using strategies intended to meet accepted high levels of environmentally responsible, sustainable development

LEED for Neighborhood Development (ND):

The LEED for Neighborhood Development (ND) Rating System integrates the principles of smart growth, urbanism and green building into the first national system for neighborhood design.

Light Rail Transit (LRT):

A type of urban rail transit that has slower speeds and lower capacities than heavy rail systems, but are larger and faster than streetcars. Light rail is usually electric, and can operate in its own right of way like heavy rail, or in mixed traffic with a dedicated lane.

Linear Creekways:

A linear open space established along a natural or man-made creek, or other drainage way, that is put to appropriate recreational use. Storm water management is the primary function of the creeks and drainage ways.

Local Street:

A roadway, often a residential street, designed to provide direct access to individual homes, neighborhood amenities, and similar minor traffic destinations. Through traffic is usually not a priority.

Lone Star Rail District:

The inter-municipal agency behind the LSTAR, the Austin-San Antonio passenger rail initiative along Interstate 35.

Low Impact Development (LID):

A comprehensive land planning and engineering design approach with a goal of maintaining and enhancing the pre-development hydrologic regime of urban and

developing watersheds.

M

Major Thoroughfare Plan (MTP):

The MTP is a long-range transportation plan for the city and its ETJ, and a component of the city's master plan. The MTP establishes the general location of future arterial streets, and defines right-of-way dedication and other roadway standards.

Mission Verde Sustainability Plan:

San Antonio's plan to develop a more sustainable economy with a special focus on energy efficiency.

Mission Reach:

This project is transforming an eight mile stretch of the San Antonio River. The project will restore riverine features and riparian woodlands, reintroduces native plants, enhance aquatic habitat, and reconnect cultural and historical features.

Mixed use:

Development that incorporates two or more of the following major land use types: residential, office, or retail within a single building or lot.

MPO:

San Antonio-Bexar County Metropolitan Planning Organization

Multimodal -

The availability of transportation options within a system or corridor whether it be walking, bicycling, driving, or transit

Museum Reach:

A segment of the San Antonio River Walk, from Lexington Avenue to Josephine Street, which includes new walkways, landscaping, parks and public art and links several downtown historic, commercial and cultural

institutions, including the San Antonio Museum of Art, The Pearl, and the oldest VFW post in Texas.

N

Natural Area:

An area in its natural condition, with minimal impact from humans or invasive species. Natural areas can be public park sites used in a sustainable manner for passive recreation.

Neighborhood Association:

Includes both voluntary and mandatory neighborhood associations. Voluntary neighborhood association: a voluntary, not-for-profit association organized for neighborhood improvement within a geographic boundary. Mandatory neighborhood association: a homeowners' or property owners' not-for-profit association that requires mandatory membership for all or a majority of the owners of property, in accordance with Title 11 of the Texas Property Code. Mandatory neighborhood associations are commonly called homeowners associations.

Neighborhood Conservation District:

An overlay district that includes the application of design standards to preserve, protect, enhance, and perpetuate residential neighborhoods or commercial districts that contribute significantly to the overall character and identity of the city.

O

Open Space:

A land and/or water area that is intended to provide light and air, and is designed, depending upon the particular situation, for environmental, scenic or recreational purposes and structuring urban form.

Overlay district:

A zoning district established by this chapter prescribing regulations to be applied to a site in combination with a base zoning district.

P

Parks and Recreation System Plan:

A plan document adopted by the city council that provides guidance on future decisions concerning operations, capital improvement needs, and programs for San Antonio's parks and recreation facilities.

Planning Commission:

Created by City Charter with the responsibility of reviewing and approving applications for the division and development of land and recommends amendments and additions to the master plan.

Primary Arterial:

A major thoroughfare, with limited at-grade access, which expands and links to the expressway system and is designed primarily for the movement of through traffic between activity centers of medium intensity.

Public Art San Antonio (PASA):

The public art program for all city departments, capital projects and public art initiatives, and is a division of the City of San Antonio Capital Improvements Management Services Department (CIMS).

R

Rehabilitation:

The restoration or repair of dilapidated housing or other types of structures to make habitable or usable again.

RMA:

Regional Mobility Authority

S

Secondary Arterial:

A major thoroughfare with limited at-grade access which supports the primary arterial system by providing essential system linkages to expressways, primary arterials, collector and local streets, and medium intensity activity centers.

Streetcar:

A tram, trolley, or streetcar is a frequent, circulatory transit service that operates on embedded rail and is capable of operating in streets with mixed traffic. Street cars typically hold fewer passengers than a light rail vehicle and travel shorter distances.

Streetscape:

The visual character of a street or block as determined by elements such as structures, greenery, driveways, open space, view, and other natural and man-made components.

T

Tax abatement:

A reduction of real estate taxes due over a period of time.

Transit:

Refers to various forms of mass transit such as bus, light rail, street car, commuter rail, etc.

Transit Oriented Development (TOD):

Development that creates compact, walkable communities located within proximity of a multi-modal transit station and is designed to maximize public access and transportation.

Trinity Aquifer:

The Trinity Aquifer extends in a band through the central part of Texas from the Red River to the eastern edge of Bandera and Medina counties. Users in northern Bexar, Bandera, Kendall, Comal, and Kerr counties get their water from the Trinity.

TxDOT: Texas Department of Transportation

U

Unified Development Code (UDC):

The San Antonio Unified Development Code (“UDC”) establishes standards and procedures for new development in the city to guide proper implementation of the city’s adopted master plan.

University District:

A mixed-use and mixed-housing neighborhood established around a university campus. It is inhabited mostly by students and university employees and has lively night and art life.

V

VFD:

Volunteer Fire Department

VIA Metropolitan Transit (VIA):

The main public transportation provider in the San Antonio area. VIA provides express and metro bus service, paratransit service for riders with disabilities, van pool service for commuters, special event park & ride service.

Vehicle Miles Traveled (VMT):

VMT is a measure that is commonly used to describe automobile use on a daily or annual basis. While traffic counts measure the number of vehicles passing a fixed point during a specified time, VMT includes trip distance with the traffic volume.

Vocational training:

Training for jobs that are based in manual or practical activities, traditionally non-academic and totally related to a specific trade.

W

Watershed:

The area drained by a given stream, river, watercourse, or other body of water.

Workforce Solutions - Alamo:

An employment services organization that serves the counties of Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina and Wilson

Z

Zoning:

Regulates density, land use, and other physical features of development such as building height and setback. Zoning is a key tool for carrying out planning policy.



FOR ADDITIONAL INFORMATION CONTACT:

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